



Contracting

★SMALL BUSINESS PROGRAMS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

**NOTICE:** This publication is available digitally on the SAF/AAD WWW site at: <http://afpubs.hq.af.mil>. If you lack access, contact your Publishing Distribution Office (PDO) for the monthly CD-ROM or access to the bulletin board system. Paper publications will be discontinued in December 1996.

This instruction implements AFD 64-2, *Small Business Programs*, by directing requirements for the Air Force's small business programs (SBP). It applies to personnel involved in the acquisition process (including program management, technical development, engineering, requirements, contracting functions, and research and development) and the personnel process (such as education, training, and recruitment). It applies to those elements of the Air National Guard who are currently serving in a Federal or active duty role. To ensure a better understanding of the small business programs' requirements, users must refer to Federal Acquisition Regulations (FAR), Parts 19 and 26; Defense Federal Acquisition Regulation Supplement (DFARS), Parts 219 and 226; Air Force Federal Acquisition Regulation Supplement (AFFARS), Part 5319; Department of Defense (DOD) Directive 4205.1, *DOD Small Business and Small Disadvantaged Business Utilization (SADBU) Programs*, September 11, 1996; and DOD Directive 5134.4, *Director of Small and Disadvantaged Business Utilization*, March 17, 1989. It should be noted that one of the SBP, the Historically Black Colleges and Universities and Minority Institutions (HBCU/MI), requires users to be cognizant of the US Department of Education's current listing of accredited post-secondary minority institutions and 10 USC 2323 (a)(1)(c).

SUMMARY OF REVISIONS

This instruction aligns with AFD 64-2. It updates, streamlines, and clarifies previous guidance on managing small business programs, giving greater emphasis to the role of personnel and major command (MAJCOM) commanders. This instruction has been revised throughout.

**1. Office of the Secretary of the Air Force.** This office will oversee Air Force Secretariat functions.

1.1. SAF/SB. The Director of the Office of Small and Disadvantaged Business Utilization:

- Is the principal advisor to the Secretary on all SBP (small, small disadvantaged, and women-owned businesses and HBCU/MI).
- Develops, implements, and oversees policy and management of the Air Force small business programs (SBP). As chair of the Air Force Small Business Quality Council (AFSBQC) the Director acts on recommendations made by the AFSBQC; develops strategic goals and objectives for the SBP; monitors performance through established metrics, as defined in the Air Force SB and HBCU/MI Program Plan; and performs an annual assessment of each program's accomplishments. Develops, implements, and oversees policy and management of the Air Force small business programs (SBP). As chair of the Air Force Small Business Quality Council (AFSBQC) the Director acts on recommendations made by the AFSBQC; develops strategic goals and objectives for the SBP; monitors performance through established metrics, as defined in the Air Force SB and HBCU/MI Program Plan; and performs an annual assessment of each program's accomplishments. (**NOTE:** AFSBQC assists in the development and deployment of the strategic planning process, and oversees the implementation and management of total quality management concepts within the Air Force SB programs.)

Supersedes: AFI 64-201, 25 July 1994.  
OPR: SAF/SB (Mr Pat Hiller)

Certified by: SAF/SB (Mr Anthony J. DeLuca)  
Pages: 7/Distribution: F

- Reviews and provides recommendations on proposed performance elements, standards, and appraisals for command directors of small business (DSB) who serve as principal staff assistants and advisors to the commanders of MAJCOM, Field Operating Agencies (FOA), Direct Reporting Units (DRU), and Program Executive Officers (PEO).
- Receives and formulates the Secretary of the Air Force's response to Small Business Administration's secretarial appeals.
- Carries out the duties and responsibilities outlined in FAR Part 19, DFARS Part 219, and AFFARS Part 5319.
- Establishes and chairs the US Air Force HBCU/MI Board of Advisors comprised of executives who represent HBCU/MI. Their role is to advise and recommend on policies, procedures, needs assistance, and outreach services which are commensurate with term appointments of two years and consecutive terms limited to six years.
- Consults on a regular basis with Air Force and Department of Defense acquisition managers, representatives of the Small Business Administration, the Department of Commerce, and other government agencies.
- Establishes the US Air Force Steering Committee for HBCU/MI at Headquarters, Air Force to coordinate policy, review military and civilian efforts, monitor progress, and make recommendations on matters pertinent to the Air Force's use of HBCU/MI in support of mission requirements. The committee will be chaired by the HBCU/MI Program Manager, and its membership will be comprised of Secretariat and Air Staff representatives at grade levels sufficient to communicate current principles and policies of their respective codes, as follows:

ASAF/Financial Management and Comptroller (SAF/FM)

ASAF/Acquisition (SAF/AQ)

ASAF/Manpower, Reserve Affairs, Installations, and Environment (SAF/MI)

Public Affairs (SAF/PA)

Legislative Liaison (SAF/LL)

DCS/Personnel (HQ USAF/DP)

DCS/Plans and Operations (HQ USAF/XO)

DCS/Logistics (HQ USAF/LG)

DCS/Communications and Information (HQ USAF/SC)

Chief of Air Force Reserve (HQ USAF/RE)

National Guard Bureau (NGB/CC)

Surgeon General (HQ USAF/SG)

1.2. SAF/AQ. The Office of the Deputy Assistant Secretary for Contracting implements contracting aspects of the SBP through promulgation in the FAR, DFARS, and AFFARS.

1.3. SAF/FM. The Office of the Deputy Assistant Secretary of Budget implements budget policy matters for the SBP.

1.4. SAF/PA. The Office of Public Affairs disseminates public information for the SBP.

1.5. HQ USAF/DP. The Deputy Chief of Staff for Personnel develops, manages, and reports HBCU/MI participation in all personnel programs and ensures that subordinate commands establish points of contact to oversee HBCU/MI issues which involve personnel programs. The Air Force Personnel OPR for HBCU/MI program initiatives is HQ USAF/DPCH.

## **2. MAJCOM, FOA, DRU, and PEO.** Oversee SB and HBCU/MI command and reporting activity functions.

### **2.1. Commanders of MAJCOM, FOA, DRU, and PEO with Delegated Contracting Authority:**

- Implement the SBP within their activities, including the identification of program goals. Ensure that acquisition and technical personnel maintain knowledge of SBP requirements and take all reasonable actions to promote SB and HBCU/MI participation in the unit's mission.
- Appoint in writing a full-time command director of small business (DSB) in consultation with SAF/SB. The command DSB manages the SB program, reports directly to the commander on SB program matters, and is at a grade level sufficient to interface with other staff functions and subordinate units (see paragraph 2.2).
- Appoint in writing the command, part-time HBCU/MI representative in consultation with SAF/SB. The command HBCU/MI representative reports directly to the commander on HBCU/MI matters and is at a grade level sufficient to interface with other staff functions and subordinate units (see paragraph 2.3).
- Provide the command DSB and HBCU/MI representative with optimum staff and resources to perform their functions.

**NOTE:** The Director, SAF/SB, may grant a waiver to the requirements of paragraph 2.1 upon receipt of adequate justification. In cases where SAF/SB grants a waiver, the duties of the DSB take precedence over all other duties.

2.2. Command Director of Small Business. The command DSB, appointed under paragraph 2.1, manages the command SB program on behalf of the commander. At a minimum, the command DSB will perform the following functions:

- Develops command Federal Acquisition Regulation Supplement coverage for Parts 19 and 26.

- Develops and manages, with the assistance of the HBCU/MI representatives, the command SB and HBCU/MI Program Plan to achieve the command goals and objectives (see paragraph 5) The plan is approved and signed by the appointing authority, or reporting official, and forwarded to the Director, SAF/SB.
- Prepares and presents to the Director, SAF/SB, an annual SB assessment of the command's performance measured against the goals defined in the SB section of the Air Force SB and HBCU/MI Program Plan (see paragraph 5).
- Reviews and provides recommendations on proposed performance elements, standards, and evaluations for unit small business specialists (SBS).
- Establishes and maintains a system for monitoring performance.
- Prepares, reviews, and/or coordinates the command position on Section 8(a), SB set-aside, and certificate of competency secretarial appeals before forwarding to the Director, SAF/SB.
- Schedules command representation at procurement and outreach conferences in accordance with Air Force FAR Supplement 5319.201(d)(v).
- Evaluates and provides for the SB training needs of command personnel.
- Serves as command representative to the AFSBQC, at the request of the Director, SAF/SB.
- Manages the small business awards program in accordance with AFI 36-2834.

2.3. Command HBCU/MI Representative. The command HBCU/MI representative, appointed under paragraph 2.1, manages the command's HBCU/MI program on behalf of the commander. At a minimum the representative will perform the following functions:

- Develops and manages the requirements identified in the HBCU/MI section of the Air Force SB and HBCU/MI Program Plan, prepares goals and objectives for incorporation in the HBCU/MI section of the command's SB and HBCU/MI Program Plan, and provides that information to the DSB or reporting official (see paragraph 5).
- Prepares and presents to the Director, SAF/SB, an annual performance assessment of the command HBCU/MI program measured against the published goals included in the Air Force SB and HBCU/MI Program Plan (see paragraph 5).
- Establishes and maintains a system for monitoring program performance.
- Participates annually in two or more Air Force conferences and/or workshops which address current issues on HBCU/MI.
- Recommends appropriate individual or unit recognition for conspicuous performance in support of the HBCU/MI initiatives (see AFI 36-2834).

### 3. Units With Delegated Contracting Authority.

3.1. Commanders of Units with Annual Contract Obligations to US Business Firms in Excess of \$100 Million:

- Implement the SBP within their unit, including the establishment of program goals. Ensure that contracting and technical personnel maintain knowledge of SBP requirements and take all reasonable actions to promote SB and HBCU/MI participation.
- Appoint a full-time unit SBS who manages the SB program for the commander and, at a minimum, a part-time HBCU/MI representative to manage the HBCU/MI program (see paragraphs 3.3 and 2.3, respectively). In consultation with the Director, SAF/SB, the unit SBS and HBCU/MI representatives are appointed in writing. The SBS and HBCU/MI representatives report directly to the commander on SB and HBCU/MI matters, respectively, and are at a grade level sufficient to effectively manage the unit SB and HBCU/MI programs. When adequate justification is presented, this requirement may be waived. Where a waiver is granted, SB program functions take precedence over all other duties. **For example:** If the SBS is less than full-time, make clear how the SBP is to be effectively managed. If the SBS reports to someone other than the commander, justify why this channel of command is more effective.
- Provide the SBS optimum staff and resources to perform assigned duties or functions.
- Provide staff assistance, as required, to the HBCU/MI representative.

3.2. Commanders of Units with Contracting Authority and not included in paragraphs 2.1 or 3.1. Commanders of these units have the responsibilities identified in paragraph 3.1. **EXCEPTION:** These commanders may appoint part-time unit SBS and HBCU/MI representatives to manage their SB and HBCU/MI programs, respectively. The SBS and HBCU/MI representatives shall be appointed in writing and, when performing their respective program duties, they report directly to the commander. For that reason, each of the incumbents shall be at a grade level that permits effective management of the unit's SB or HBCU/MI programs and in a position no lower than the Director of Contract Operations.

3.3. Unit Small Business Specialist. The unit SBS appointed in paragraphs 3.1 and 3.2, performs the following functions:

- Develops and manages the unit SB plan and program. The plan shall be approved and signed by the appointing authority, or reporting official, who provides a copy of the plan to the command DSB, or designated SBS, at the next higher level of command.
- Establishes and maintains a system for monitoring unit SB program performance. Prepares an annual assessment of accomplishments (see paragraph 5).

- Reviews acquisitions as required by DFARS 219.201, as supplemented by AFFARS.
- Establishes, maintains, and budgets for an outreach program to locate and assist SB sources. The outreach program includes participation in procurement, regional SB councils, and related events as directed by the unit commander. Maintains a system for evaluating the effectiveness of the outreach program in producing new sources.
- Assists the contracting officer, in cases involving SB, where non-responsibility determinations and termination actions are being considered.
- Works closely with and assists the unit competition advocate to ensure that potential SB and 8(a) opportunities are thoroughly explored.
- Performs, to the extent deemed appropriate by the appointing authority, or the Director, SAF/SB, the duties set forth by DFARS 219.201 and DOD Directive 4205.1 and supports the enhancement of HBCU/MI contracting opportunities.

3.4. Source Development Specialist (SDS). At the Air Logistics Centers (ALC) the SDS is assigned within selected unit SB offices and is under the direct supervision of the unit SBS. The SDS manages the source development function of the SB program. In accomplishing the source development responsibilities, the SDS acts as the primary liaison with industry on all requests for source approval. The SDS monitors source approval requests; participates in source development surveys; performs market surveys, to include the initiation of source sought synopses, for publication in the Commerce Business Daily; and other electronic data networks.

3.5. Small Business Liaisons (SBL). SBL is assigned and serves as the focal point at the requirement activity within each command. The requirement activity appoints the SBL in writing. The SBL supports the command DSB and/or unit SBS, as appropriate, in managing the program.

**4. Air Force Small Business Quality Council (AFSBQC).** The AFSBQC assists the Director, SAF/SB, in the development and deployment of the strategic planning process. The AFSBQC oversees the implementation and management of total quality management concepts within the Air Force SB programs. The AFSBQC is composed of selected command DSB and unit SBS who are appointed to the council by the Director, SAF/SB.

#### **5. Unit SB and HBCU/MI Program Plan and Program Assessment Report.**

5.1. The strategic goals and objectives, as defined in the Air Force SB and HBCU/MI Program Plan, influence the actions taken by activity personnel in support of the Air Force's mission. Therefore, the unit SB and HBCU/MI Program Plan and supporting plans shall formally promulgate the Air Force SB and HBCU/MI Program Plan by statements of actions to be taken (see attachment 1 for format and attachment 3 for milestones).

5.2. The *Small Business and HBCU/MI Program Report*, RCS: SAF-SB(A)9484, describes an activity's qualitative and quantitative achievements in pursuit of the goals and objectives published in the Air Force SB and HBCU/MI Plan (see attachment 2 for format and attachment 3 for milestones). **NOTE:** This report is designated emergency status Code C-2, therefore, continue reporting during emergency conditions with normal precedence, i.e., after submission of priority reports, submit data requirements for this code.

ANTHONY J. DELUCA  
Director, Office of Small and Disadvantaged  
Business Utilization

### **SAMPLE FORMAT AND INSTRUCTIONS--UNIT SB AND HBCU/MI PROGRAM PLAN**

**I. EXECUTIVE SUMMARY:** Summarize key features of your strategic planning. This section should condense key information from the rest of the plan to one page or less, including key points the commander wants to emphasize to the Secretary of the Air Force.

**II. PLAN TO ACHIEVE GOALS AND OBJECTIVES:** Describe your implementation approaches to execute the strategic goals and objectives, including the means for accomplishment and associated metrics. Additional initiatives beyond those identified in the plan should be tracked at the unit and/or command level.

**III. METRICS (MARKET SHARE):** For contract dollar obligations to small business, small business set-asides, small disadvantaged business, women-owned business, and historically black colleges and universities/minority institutions (HBCU/MI) provide the following information (**NOTE:** In the case of HBCU/MI, total obligations are for contracts and grants awarded to institutions of higher education (IHE)):

- (a) Show the previous two years total obligations to US business concerns and compare these data with projected, current fiscal year data in both dollars and percent. For the same periods show comparable data relationships in both dollars and percent for IHE and HBCU/MI.
- (b) For the baseline participation level (BPL), provide dollar and percentage projections, assuming low to moderate risk for the next three fiscal years (**NOTE:** BPL projections, less than the prior two fiscal years, must be supported by adequate justification).
- (c) For the target participation level (TPL), provide dollar and percentage projections, assuming moderate to high risk for the next three fiscal years.

**IV. PROGRAM ANNEXES:** Attach supporting plans in the above format. (**NOTE:** Annual revisions will be tailored in accordance with White House, Congressional, and/or related tasking and items of emphasis).

**SAMPLE FORMAT AND INSTRUCTIONS--SMALL BUSINESS AND HBCU/MI  
PROGRAM ASSESSMENT REPORT (RCS: SAF-SB(A)9484)**

**I. EXECUTIVE SUMMARY:** Summarize fiscal year performance on no more than one page. Include key points the commander wants to emphasize to the Secretary of the Air Force.

**II. QUALITATIVE ACHIEVEMENTS:** Describe fiscal year accomplishments for each strategic goal. If goals were not met, provide rationale.

**III. QUANTITATIVE PERFORMANCE:** Describe quantitative achievements related to most recent fiscal year goals. If goals were not met, provide rationale.

**IV. SUCCESS STORIES:** Provide examples of significant accomplishments in support of the SBP. (**NOTE:** Annual revisions will be tailored in accordance with White House, Congressional, and/or related tasking and items of emphasis)

## STRATEGIC PLANNING MILESTONES

OPR	TASK	DATE DUE
MAJCOM/PEO	SUBMIT DIAGNOSTIC AND PROGRAM ASSESSMENT REPORT AND PAST FISCAL YEAR'S DIAGNOSIS	FEB
SAF/SB	IDENTIFY GOAL THRUSTS	FEB
WORKSHOP	DEVELOP DRAFT GOALS	FEB
SMALL BUSINESS QUALITY COUNCIL	REVIEW DRAFT GOALS	MAR
HBCU/MI BOARD OF ADVISORS	REVIEW STRATEGIC GOALS AND OBJECTIVES AND IDENTIFY OUTREACH OPPORTUNITIES	MAR
SAF/SB	RELEASE STRATEGIC GOALS AND OBJECTIVES TO EACH MAJCOM AND PEO	MAY
MAJCOM & PEO	DEPLOY STRATEGIC GOALS	MAY
MAJCOM & PEO	DEVELOP IMPLEMENTATION STRATEGY; FORWARD MAJCOM/PEO PLANS TO SAF/SB	AUG
SAF/SB	APPROVE MAJCOM/PEO PLANS; PREPARE AIR FORCE PLAN; FORWARD TO SAF/OS	SEP
SAF/OS	RELEASE AIR FORCE PLAN	SEP
HBCU/MI STEERING COMMITTEE	REVIEW STRATEGIC GOALS AND OBJECTIVES AND ADVISE AS TO MISSION REQUIREMENTS	NOV